U.S. GENERAL SERVICES ADMINISTRATION
OFFICE OF GOVERNMENT-WIDE POLICY (OGP)

PROJECT AND OPERATIONS MANAGEMENT SUPPORT SERVICES

Statement of Objectives

RFQ No. 47HAA018Q0306

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Table of Contents

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1.0 Background

In December 1995, the General Services Administration (GSA) created the Office of Government-wide Policy (OGP) to consolidate its policy functions into a single organization. OGP's policymaking authority covers the areas of personal and real property, travel and transportation, relocation, information technology (IT), regulatory information, mail management, and use of federal advisory committees. OGP's strategic direction is to ensure that Government-wide policies encourage agencies to develop and utilize the best, most cost effective management practices for the conduct of their specific programs.

To improve Government-wide management of these areas, OGP builds and maintains a policy framework by (1) incorporating the requirements of federal laws, Executive Orders (EO), and other regulatory material into policies and guidelines, (2) facilitating Government-wide reform to provide federal managers with businesslike incentives and tools and flexibility to prudently manage their assets, and (3) identifying, evaluating, and promoting best practices to improve the effectiveness and efficiency of management processes. Guided by the principles of the President's Management Agenda and the Office of Management and Budget (OMB), some of OGP's recent efforts have been devoted to leading the development of a policy environment and key enablers for digital Government. GSA intends to award a task order(s) (TO) to a vendor(s) that possess(es) the historical experience and expertise in providing the following services:

- **Project Management Support**
- **Operations Management Support**

2.0 OGP Business Lines

The OGP core mission is fulfilled by the following Business Lines:

2.1 M – Front Office

OGP's Front Office sets strategic direction for OGP's seven business lines; establishes performance management and performance improvement initiatives and expectations; and provides guidance for and leads operational execution of key cross-cutting functions and emerging agency-wide and Governmentwide priorities.

2.2 MA – Office of Asset and Transportation Policy

The Office of Asset and Transportation Policy develops Government-wide policies and guidance to provide a structured framework for agencies to achieve economical and effective management processes for Government assets Policy program areas include aircraft and motor vehicles, personal property, real property, transportation, mail, federal employee temporary duty travel, and relocation allowances and entitlements.MA manages several interagency committees that provide forums to identify and promote best practices, lead the implementation of Government-wide initiatives based on GSA statutory authority, and support critical Administration objectives.

MA also provide advice, guidance, and formal classroom training and consultation to agencies regarding establishing and managing Federal advisory committees, as mandated by the Federal Advisory Committee Act.The office collaborates with state and local Governments, industry, and professional organizations and participates in the work of boards, committees, and groups to identify best practices that help stimulate more efficient operations and effective management practices. We assess our impact on formulating policies, programs, and tools to ensure that the policies issued are

useful to Government customers and achieve the desired results. MA operates five (5) distinct Program Divisions: Aviation Policy, Motor Vehicle Policy, Personal Property Policy, Real Property and Travel, Relocation, Transportation, Mail Policy and Committee Management Secretariat.

2.3 MD – Office of Evidence and Analysis

The Office of Evidence and Analysis (OEA) serves as a data analytics center of excellence for OGP's business lines and for Government-wide mission support data initiatives. OEA's mission is to leverage mission-support data to inform decision making, evaluate policy, and find efficiencies.

2.4 ME – Office of Information, Integrity, and Access

GSA's Office of Information, Integrity, and Access provides insights and solutions that enable Federal CIOs to deliver world-class IT services across Government. The Office develops, coordinates, and defines information technology business strategies allowing federal agencies to improve services to the citizens.

2.5 MG – Office of Federal High-Performance Green Buildings

In December 2007, Congress authorized the Office of Federal High-Performance Green Buildings under the Energy Independence and Security Act to enable and enhance Federal leadership in the field of sustainable real property portfolio management and operations. The Office works to promote, coordinate and stimulate green building across the entire Government – which includes over 400,000 owned or leased buildings containing over 3 billion square feet of space.

2.6 MS – Office of Evaluation Sciences

The Office of Evaluation Sciences (OES) combines academic expertise with experience implementing and evaluating evidence-based program improvements. The private sector quickly learns what does not work, what works, and what works most cost-effectively - Government should, too. OES supports GSA's Office of Government-wide Policy's mission to "use policies, evidence, and analysis to help agencies drive efficiency, savings, and improved mission performance."

2.7 MV – Office of Acquisition Policy

Various aspects of acquisition management are carried out by the Office of Acquisition Policy (OAP) under the guidance of the Chief Acquisition Officer and the Senior Procurement Executive. The office's mission is to strengthen Federal acquisition policy and operations. OAP leads positive change in acquisition policy through its role on the Federal Acquisition Regulation (FAR) Council as well as through GSA acquisition policy, guidance, and reporting to stakeholders.

2.8 MY – Office of Shared Solutions and Performance Improvement

The Office of Shared Solutions and Performance Improvement (SSPI), residing in the Office of Government-wide Policy (OGP),leverages data, subject matter expertise and its authority to convene key stakeholder groups to improve the delivery of mission support services across the Federal Government. Specifically, the office:

- Partners with the U.S. Office of Management and Budget (OMB) to shape, lead, and drive adoption of the President's Management Agenda (PMA);
- Coordinates across the Federal community to define common business standards, establish governance structures, and facilitate access to modern IT solutions using a "buy-not-build" approach;

- Maintains and uses Government-wide benchmarking data, paired with leading performance practices and strategic engagements to help agency CXOs drive priorities and improve performance;
- Supports Federal CXO Council initiatives aimed at ensuring that mission-support services (Finance, HR, IT, Acquisition, etc.) are delivered efficiently and effectively across Government; and
- Convenes agencies via the CXO Councils to solve tough, cross-cutting problems.

2.8.1 Background

SSPI executes its mission in close collaboration with OMB, the Federal CXO Councils, and individual agency partners. The Office is engaged with these entities on multiple levels -- from the strategic (e.g., advising on the formulation of Government-wide policy, reviewing and analyzing Government-wide data sets, managing the Government's shared services ecosystem) to the tactical (devising tools and templates to facilitate shared service migrations, offering performance improvement trainings and workshops, convening monthly meetings of the CXO Councils). Through all of its engagements, the SSPI is seeking to transform the way Government does business internally, to drive agencies to share investments in people, business processes and technology; and to function more as one enterprise serving the American public.

2.8.2 Executive Councils

SSPI provides both technical and management services to federal management councils (to include, but not limited to Chief Acquisition Officers Council (CAOC), Chief Financial Officers Council (CFOC), Chief Information Officer Council (CIOC), Performance Improvement Council (PIC), and President's Management Council (PMC), plus an 4 additional subcouncils for each council - Sub Councils include, but are not limited to: Shared Services Governance Board (SSGB, USSM Provider Council, USSM Customer Council, and Business Standards Council.)

3.0 Purpose and Scope Summary

The purpose of this task order is provide comprehensive logistical support for program operations in the areas of day to day administrative support, meeting, conference and project management support.

The scope of this Statement of Objectives (SOO) is to obtain contractor support through the use of the General Service Administration (GSA) Federal Supply Schedule (FSS) schedule Professional Services Schedule (PSS) 00CORP Mission Oriented Business Integrated Services (MOBIS) Special Item Number (SIN) 874-7 (Integrated Business Program Support Services) under NAICS 541611 (Administrative Management and General Management Consulting Services) contractors.

The GSA's OGP seek to acquire hybrid support in the areas of :

Objective 1: Project Management Support

Objective 2: Operations Management Support

The objectives associated with this requirement will support activities in operational support, meeting support, project management, program briefings, administrative support, and coordination support for OGP stakeholders and other actions specific to overall program performance. The Government estimates that performance of the objectives, contained herein, will require an approximate and appropriate level of

effect (LoE). The LoE will help define, determine and measure, in addition to tracking the amount of work performance within a specified or specific time frame during the period of performance.

This estimate is not to be construed as either mandatory or necessarily the best approach to satisfying the Government's requirements. The approximation or estimation is only in place as a reference to allow potential Vendors a better understanding of the general scope of the effort the Government will perceive best methods for achieving requirements The Government is seeking the best LoE and labor mix the Contractor determines necessary and adequate to accomplish OGP's mission. The contractor must provide a performance work statement (PWS) and quality assurance surveillance plan (QASP).The contractor must provide a performance work statement (PWS) and quality control plan (QCP).

The following abbreviations are used in this SOO:

NTE: Not To Exceed
CLIN: Contract Line Item Number
ODC: Other Direct Cost
FFP: Firm-Fixed-Price
LH: Labor-Hour
NLT: No Later Than

4.0 Performance Objectives

As outlined below, the resulting Task Order(s) (TO) shall include mandatory and optional CLINs. The Government reserves the right to utilize the optional CLINs as necessary and will be activated via formal TO modifications. Optional tasks may have differing Periods of Performance (PoP). However, optional task PoPs shall not extend beyond the PoP of the base or option period.

The Office of Information, Integrity, and Access (ME) and Office of Acquisition Policy (MV) are seeking mandatory support as well as optional support services contingent upon annual operating need. In providing a microscopic view to the daily operations it is our intent it will aid in providing a thorough PWS response. OGP is seeking a hybrid support (mandatory (FFP) and optional (LH) support for The Office of Information, Integrity, and Access (ME) and Office of Acquisition Policy (MV) only.

For the mandatory CLINs, OGP is seeking firm-fixed-price quotes based on the projected consistent contractor support need identified in the Program Operational Descriptions.

For the optional CLINs, OGP is seeking responses to the labor rates, experience and education level objectives quoted and referenced in your GSA Schedule Contract SIN 874-7. Due the reactive activity that occurs in OGP, the optional CLINs will be exercised upon program needs based on the SOO Objectives 1 and 2 in response to the specific skill mix required at that time of need identification.

The Program Operational Descriptions of the offices provided below offer additional insight to the OGP operating environment and culture. Statement of Objectives. Objectives 4.0.1 and 4.0.2 apply to all OGP Business Lines identified in Section 2.0.

4.0.1 Objective 1: Project Management Support

The objective of Project Management Support includes activities such as:

● Support approving, initiating, planning, executing, and closing out projects.

- Support in maintaining and improving the methodology and practices to improve how well OGP, its people and processes perform.
- Support the planning and management events, managing them as projects from pre-event planning to post-event closeout.

4.0.2 Objective 2: Operations Management Support

The objective of Operations Management Support includes activities such as:

- Coordinate and provide logistical support for small, medium and large meetings, briefings, workshops, working groups, integrated project teams, committees, conferences, boards, and additional operation activities.
- Coordinate, draft, develop, prepare, finalize, provide and distribute templates, project plans, minutes, status reports, action items, meeting agenda and meeting notes.
- Coordinate and provide logistical support in the formulation of strategy, support the development of responses to a variety of daily requests from program managers, other Government agencies, Congress and external parties (e.g., media, other vendors, etc.), and document and track major management decisions and actions.

The frequency of the support varies by program e.g daily, weekly, biweekly, monthly.

4.1 Office of Information, Integrity, and Access (ME)

The mission of the Office of Information, Integrity, and Access (ME) is to accelerate solutions that enable digital Government. We help federal agencies improve service to citizens through effective and efficient management of information technology (IT), with guidance, playbooks, training and stakeholder support, shared services, and policy guidance.

In support of GSA's strategic goal (https://www.gsa.gov/cdnstatic/GSA%20FY%202018-2022%20 Strategic%20Plan%20-%20FINAL.pdf) to improve the way Federal agencies buy, build, and use technology, ME leads the implementation of technical standards, policies, and strategies by:

- Crafting long-term solutions for complex and challenging IT issues across agencies.
- Developing Governmentwide Federal IT policy, measuring progress, and reporting to Federal agencies and key stakeholders.
- Developing strategies to support agencies' transition to and implementation of IT standards and policies.
- Developing best practices, guidance and tools to help agencies measure progress on IT policy mandates on cloud strategy, cybersecurity, data centers, Federal IT acquisition reform (FITARA), IT accessibility, IT spending transparency, domain management, and web policies.
- Using data-informed analysis and policy expertise to help agencies improve Federal IT service delivery to all Americans.
- Working with Federal CIOs and their staff to understand, support, and address their most challenging issues.

This work directly aligns with the IT modernization (https://www.performance.gov/CAP/CAP_goal _1.html) and Federal IT spending transparency (https://www.performance.gov/CAP/CAP_goal_ 10.html) CAP goals.

ME operates five (5) lines of business (LOBs):

4.1.1 .Gov Domain Services (GDS)

Manages the DotGov domain registry service, which supports the Government's web presence with trusted internet transactions, and monitors and reports on policy compliance and best practices for Federal websites and digital services.

Support needs for the GDS program include assisting in the development and writing of:

- Roadmaps, project plans and and other project management artifacts.
- Slide decks, briefing materials, and analytical charts and graphs to support the delivery of programmatic updates and briefings to stakeholders, using standardized templates and SOPs.
- Materials for stakeholders of the Digital Dashboard, Pulse, and the DotGov registry, as well as OMB and the public.

4.1.2 IT Accessibility Services

The Government's principal advocate and coordinator for IT accessibility, providing training, technical assistance and online tools to help Federal agencies comply with Section 508 of the Rehabilitation Act.

Support needs for the IT Accessibility program include:

- Event planning to support approximately 2 large annual events (100+ attendees) and approximately 10 (30-50 attendees) small events. This support includes logistics, event management, registration, pre and post event surveys, technical management of virtual or online events.
- Program analysis and performance metrics planning and benchmarking as part -as part of IT accessibility policy and agency support.
- Provide customer support for the 508 Community of Practice through email monitoring and response, and listserv management.
- Assist in the development of slide decks, briefing materials, and analytical charts and graphs to support the delivery of programmatic updates and briefings to stakeholders, using standardized templates and SOPs.
- Assists product owners and technical team with project management of Section508.gov and other digital tools (Accessibility Requirements Tool (https://section508.gov/buy/accessibility-requirements-tool), Digital Dashboard, Pulse (https://pulse.cio.gov/), and Solicitation Review Tool) and related requirements research and analysis, quality assurance testing, and identifying optimizations for these tools.
- Assist in the development and writing of materials for stakeholders and OMB, including drafting web and digital content.

4.1.3 Data Center Optimization Initiative (DCOI)

Helps federal agencies meet OMB requirements to consolidate and modernize IT infrastructure. As Managing Partner, helps agencies comply with federal policies impacting data center and IT infrastructure optimization by acquiring technologies, tools and evidence-based best practices.

Support needs for the DCOI program include:

- Event planning to support approximately 1 large annual event (100+ attendees) and approximately 10 (30-50 attendees) several small events. This support includes logistics, event management, communications, registration, pre and post event surveys, technical management of virtual or online events.

- Assist in the development and writing of materials for stakeholders and OMB, including drafting web and digital content.
- Event Planning to support various community and stakeholder events to include logistics, event management, registration, pre and post event surveys, technical management of virtual or online events.

4.1.4 IT Spending Transparency

Coordinates with the Office of Management and Budget (OMB), the Chief Information Officers Council (CIOC), and other federal agencies on technology budget and spending initiatives. This team includes GSA's Electronic Capital Planning and Investment Control (eCPIC) (https://digital.gov/services/electronic-capital-planning-and-investment-control-ecpic/) and Folio (https://gsablogs.gsa.gov/folio/) tools help agencies develop, monitor and maintain successful and robust IT portfolios throughout the capital planning process, and our support teams serve as your trusted advisors along the way. This group also manages the Technology Business Management (TBM) PMO. TBM is a standard way to categorize IT spending.

Support needs for the IT Spending Transparency program include:

- Event planning to support various community and stakeholder events to include logistics, event management, registration, pre and post event surveys, technical management of virtual or online events.
- Development of slide decks, briefing materials, and analytical charts and graphs to support the delivery of programmatic updates and briefings to stakeholders, using standardized templates and SOPs.
- Assist in the development and writing of materials for stakeholders and OMB, including drafting web and digital content.

4.1.5 Information Security

The Information Security Line of Business provides tools and support for identity, credential, and access management (ICAM) activities across the federal Government; manages the design, development and implementation of the Federal Public Key Infrastructure (PKI) Architecture in the Federal PKI Shared Service Provider Program; and co-chair and facilitate the interagency Federal PKI Policy Authority to uphold digital certificate standards for Government-wide trusted digital identity and transactions.

Support needs for the Information Security program include:

- Event planning to support various community and stakeholder events to include logistics, event management, registration, pre and post event surveys, technical management of virtual or online events, as well as one large event in the Spring.
- Development of slide decks, briefing materials, and analytical charts and graphs to support the delivery of programmatic updates and briefings to stakeholders, using standardized templates and SOPs.
- Assists product owners and technical team with project management of IDManagement.gov and playbooks (https://www.idmanagement.gov/build/#playbooks) and related requirements research and analysis, quality assurance testing, and identifying optimizations for these tools.
- Assist in the development and writing of materials for stakeholders and OMB, including drafting web and digital content.

Additionally, the Business Solutions Team provides support to the above five lines of business, including content management, communications, budgeting, and portfolio management, among other centralized business services.

- Execute ME strategic plan and track progress in meeting targets;
- Develop strategy and support process to measure ME's performance;
- Ensure alignment with GSA strategic plan and the Administration's CAP Goals;
- Maintain and improve project management methodology, techniques and practices by assessing the current state of ME programs and projects;
- Work as an embedded team with federal staff to build long-term capacity within ME for better project management;
- Assisting in the development and maintenance of charters, roadmaps and project plans;
- Assisting in the development and maintenance of standard operating procedure;
- Assess project health by conducting deep dive reviews of each investment on a regular basis;
- Support better decision-making by standardizing information about investments across ME and making it more useful and transparent;
- Provide project management expertise in areas such as:
  - Cost management, including estimating and budgeting costs;
  - Scope and time management;
  - Resource management;
  - Risk management.

The Contractor will work (a) vertically within each business line to support its unique needs and (b) horizontally across ME to support common work and functions.

Experience and Skill Level required across ME includes:

- Support development and execution of strategic plans and project/program performance, measure and report on impact, and recommend solutions for improvement;
- Develop project plans and schedules;
- Build out and mature key project management processes throughout its lifecycle (planning, initiation, execution, control, and close out);
- Provide IT project management support for ME's websites and applications, including Section508.gov, IDManagement.gov, Digital Dashboard, and Accessibility Requirements Tool, and the OGP Customer Relationship Management (CRM) tool among others;
- Manage and plan events, including developing and maintaining standard operating procedures for planning and hosting events;
- Collaborate with the OGP ME CRM team to collect, prepare, and clean customer information in the CRM tool (currently Salesforce);
- Organize program documents and records to make sure they're easily findable and accessible through productivity tools such as Google Suite and Trello;
- Develop metrics and dashboards to measure performance across the portfolio;
- Develop requirements for programs and systems, including visualizations and wireframes;
- Facilitate sprint and other program/project planning meetings;
- Create basic systems and processes in Google Sheets or other low-fidelity tools to collect, use, and visualize data, including customer, training, program performance, and organizational performance data, among others. Coordinate with OGP's Office of Evidence and Analysis on more complex data analyses;
- Configure, implement, and maintain tools and other systems that support project management activities (like Google Analytics and Smartsheets);
- Coordinate with outside stakeholders in OGP, GSA IT, and other GSA offices;
- Manage daily administrative tasks to support ME management and staff;

- Provide logistical support for day-to-day business management and operations, including meetings, communications, and other common business and administrative tasks.

4.2 Office of Acquisition Policy (MV)

Within the Office of Acquisition Policy (MV), the Office of General Services Acquisition Policy, Workforce and Integrity (MVA) serves as the single access point to drive effective acquisition performance across GSA. Its main impact is to deliver better value and savings for the Government and taxpayers through acquisition excellence. Its strategy is to develop people (nearly 8,500 members of the acquisition workforce at GSA), policies, tools, and resources to drive acquisition performance improvement at GSA. MVA's main work areas are focused on Acquisition Policy, Procurement Management Reviews, Acquisition Workforce, Acquisition Performance and Improvement, Industry Engagement, and Suspension and Debarment.

The Senior Procurement Executive (SPE) and personnel assigned to the Office of General Services Acquisition, Policy, Integrity & Workforce (MVA) cultivate top acquisition talent, deliver excellent customer service in an increasingly challenging environment, and work with the vendor community to provide greater value to GSA and its customers. Demand for MVA's services continues to grow by FAS, PBS, and OIA. To execute acquisition excellence, the office performs the following functions:

- Supports and maintains the various Federal Acquisition Certification programs in Contracting, Contracting Officers' Representatives, and Program/Project Managers, FAC-C, FAC-COR, FAC-P/PM, as well as the 4 alternative GSA contracting certifications.
- Supports the Office of Internal Acquisition by reviewing numerous acquisitions and serving as Bureau Certification Manager for all Headquarters contracting officers, CORs, and P/PMs.
- Reviews GSA-wide requests related to Consolidation and Bundling, Class Deviations, and high-risk acquisitions; reviews pending legislation for GSA impact; develops the annual GSA acquisition regulatory and legislative agendas, and serves as GSA's Competition Advocate.
- Develops and analyzes policy, including maintenance of the General Services Acquisition Manual and the General Services Acquisition Regulation.
- The Center for Acquisition Policy Excellence (CAPE) improves performance of the acquisition workforce by closing skill gaps and bringing real-time learning to GSA staff.
- Supports the Technology Transformation Services by assisting TTS establishing processes and internal controls for standup of HCA activity within the Federal Acquisition Service and reviews TTS acquisitions in accordance with their limited HCA Procurement Authority.
- Maintains the Acquisition Dashboard/Data Analytics in order to provide solid data analysis to 35 Heads of Contracting Agencies (HCAs) to improve decision-making and drive performance results.
- Provides GSA's Suspension & Debarment functions, as well as other disciplinary actions for troubled contractors.
- Drives Government and industry engagement and dialogue to support competition, innovation, reduced burden, and streamlined processes through GSA Procurement Ombudsman Program.
- Conducts Procurement Management Reviews to promote acquisition integrity and best practices across GSA.

MV operates ~~five (5~~four (4) distinct Program Divisions:

4.2.1 Acquisition Workforce Division

The GSA Acquisition Workforce Division is one of the primary organizations within the Office of Acquisition Policy, Integrity & Workforce, as part of the Office of Acquisition Policy (OAP), Office of Governmentwide Policy (OGP) at the General Services Administration (GSA). GSA's

goal is to provide best value and superior performance in acquisition services. The mission of GSA is to deliver the best value in real estate, acquisition, and technology services to Government and the American people. Nearly 70% of the agency's ~12,000 employees are identified as part of the acquisition workforce, which includes Contracting Officers (COs), Contract Specialists (CSs), Contracting Officer Representatives (CORs), Program and Project Managers (P/PMs) as well as supervisors of COs, CSs, CORs, and P/PMs. The GSA Acquisition Workforce Division's primary goal is to facilitate the success of the GSA acquisition workforce through professional acquisition programs, policy, data analytics, strategic partnerships, and innovation.

The GSA Acquisition Workforce Division (AWF) is comprised of the Director, GSA Acquisition Workforce Division, who is also dual positioned as the GSA Acquisition Career Manager, along with a Deputy and 5 support staff.

The AWF delivers leadership, policy, consultative advice, and fosters strategic partnerships to guide the human capital management, acquisition career professional development, acquisition workforce data analytics, professional continuous learning, and innovative acquisition career management practices for the ~8,200 acquisition workforce professionals in GSA.

Ongoing work of the division includes:

- Equip GSA with the policy, tools, techniques, and strategy for a well-qualified and high performing acquisition workforce.
- Manage policy, implementation guidance and infrastructure for 7 professional acquisition certifications:
  - Federal Acquisition Certification in Contracting (FAC-C)
  - Federal Acquisition Certification for Contracting Officer's Representatives (FAC-COR)
  - Federal Acquisition Certification for Program and Project Managers (FAC-P/PM)
  - GSA Real Property Leasing Certification Program (LCP)
  - GSA Fleet Acquisition Certification Program (Fleet-C)
  - GSA Real Property Disposal Certification Program (RDP-C)
  - GSA Personal Property Disposal Fleet Sales Certification Program (PPFS-C)
- Manage the GSA Contracting Officer Warrant Program - ~1,800 active warrants.
- Manage the GSA Teaching School in FAITAS (deliver ~12,000 classroom training seats annually; deliver ~26,000 virtual classroom training seats annually).
- Provide support, including communicating consultative advice and guidance as provided by the ACM. Leverage ~80 BCMs across GSA.
- Collaborate with HCAs.
- Engage the workforce through GSA's InSite, social media and other communication platforms.
- Produce e-mail communications and, once approved, send to the GSA BCM community or workforce.
- Provide support, including communicating consultative advice and guidance as provided by the ACM, on Acquisition Human Capital Programs.

Daily Support including the following:

- Provide basic data analysis on an ongoing basis (Major item).
- GSA utilizes the Federal Acquisition Institute Training Application System (FAITAS) as the system of record for GSA Certification and Certification related training records for the ~8,500 members of the GSA acquisition workforce. Data is output from FAITAS via reports into Microsoft Excel. The position requires advanced proficiency in Microsoft Excel,

including formulas, conditional formatting and pivot tables. Google sheets are used in tandem for enterprise level data sharing and collaboration.

- Data analysis is utilized to support the decision making of the ACM including establishing agency wide training and certification management priorities.
- Data analysis is used to monitor the data contained in this system and reconciling with other GSA data to maintain data integrity.
- Provide meeting support (Logistics, Note-taking, Minutes).
- Create polished communications for outward facing purposes, consistency and professionalism will be a reflection on the AWF.
- General support tasks for activities and programs.

4.2.2 Center for Acquisition Professional Excellence

The Center for Acquisition Professional Excellence (CAPE) is a new acquisition workforce professional development program, as part of the Office of Acquisition Policy (OAP), Office of Governmentwide Policy (OGP) at the General Services Administration (GSA). GSA's goal is to provide best value and superior performance in acquisition services. The mission of GSA is to deliver the best value in real estate, acquisition, and technology services to Government and the American people. Nearly 70% of the agency's ~12,000 employees are part of the acquisition workforce, which includes Contracting Officers (COs), Contract Specialists (CSs), Contracting Officer Representatives (CORs), and supervisors of COs, CSs, and CORs.

CAPE's goal is to raise the bar for federal acquisition professional excellence. The mission of CAPE is to make GSA the federal Government's premier employer for acquisition professionals by recruiting, developing, and retaining a community of strategic business partners with exceptional acquisition competencies. CAPE seeks to position our acquisition workforce for long-term success, as the way we do business evolves.

The acquisition workforce at the GSA currently has access to a variety of traditional training opportunities (e.g., classroom training, online training, webinars) through resources such as Federal Acquisition Institute (FAI), Defense Acquisition University (DAU), and GSA's Online University (OLU). These resources offer a wide range of opportunities for the workforce to build their general federal acquisition knowledge -- theoretical understanding of concepts, principles and information regarding federal acquisition topics. However, these existing resources offer limited opportunities for the workforce to build their GSA-specific acquisition skills -- proficiency in using and applying the learned knowledge in a practical, GSA-specific context. GSA's various specialized acquisition activities, include, but are not limited to:

- Establishing multiple award contracts (e.g. Federal Supply Schedules, Governmentwide Acquisition Contracts).
- Purchasing specific categories of products and services (e.g., Commercial IT, professional services, construction, maintenance and repair).
- Leasing buildings and motor vehicles.

The CAPE Program is the CAPE Acquisition College is one of the major initiatives under the CAPE program, and it is intended to fill this gap. This is a new set of curricula within GSA's existing Online University (OLU), designed to provide meaningful content and CLP opportunities that will complement standard Government-wide acquisition training by being specific to GSA's unique offerings. This content will:

- Provide GSA context to help employees understand the how's and why's of their training.
- Build skills around targeted competencies that are applicable to day-to-day GSA work.
- Include specific examples and scenarios applicable to GSA's two business lines, the Federal Acquisition Service and Public Buildings Service (e.g., leasing, fleet, construction, schedules) to enhance learning transfer.
- Provide varying levels of interactivity (e.g., videos to simulations) to accommodate multiple learning styles.
- Include immediate feedback for the learner and links to best-in-agency learning materials.

The CAPE Acquisition College is currently available to a small subset of the GSA acquisition workforce as a pilot program with limited "core curriculum" content. As the College expands from pilot stage into full production, it will be available to all of GSA's acquisition workforce. As part of this expansion, CAPE will be creating "departments" within the College, which will be sponsored by various GSA organizations with unique technical acquisition training needs (e.g., leasing). Content for each department may be low- or high-interactivity eLearning modules (see Appendix A for definitions of low- and high-interactivity), custom videos, or virtual instructor-led training sessions. The CAPE program staff will provide infrastructure, governance, quality control, and access to content development resources for all Acquisition College departments.

Additionally, the CAPE Program hosts "Conversations in Contracting," which are on-line training sessions, using Meeting Space, to allow GSA's acquisition workforce to receive training in various acquisition-related subjects and be awarded Continuous Learning Points.

There is a CAPE Ambassador Cadre, (https://docs.google.com/spreadsheets/d/1KlIiXsitc9tZIf2yy 683ZaWxuJHllB7ef27sHuQ_4LU/edit?usp=sharing) which is a group of ~25 representatives, nominated by their Regional Commissioners, who represent the professional development needs and interests of the FAS and PBS acquisition workforce in every GSA region.

Participants in the Ambassador rotational development opportunity for acquisition professionals will:

- Identify and develop new initiatives to achieve CAPE goals;

- Share and leverage successful CAPE-related best practices;

- Obtain feedback regularly from respective 1102 communities to keep our "finger on the pulse";

- Market Continuous learning opportunities, encourage participation, and contribute to content development.

The CAPE's mission is for GSA to be the federal Government's premier employer for acquisition professionals by recruiting, developing, and retaining a community of strategic business partners with exceptional acquisition knowledge, skills, and abilities to attain best value and superior performance in acquisition services.

4.2.2.1 Typical daily support including the following:
- Coordinate internal and external CAPE briefings by preparing agendas and presentation materials; organizing meeting logistics; and capturing meeting minutes.
- Coordinate agency-wide multimodal (e.g., in-person and virtual) events, such as the "Conversations in Contracting" series, by:

- - Liaising with internal and external guest speakers for scheduling/coordinating schedule, obtaining speaker biographies, etc.;
  - Advertising event, in coordination with Office of Strategic Communications;
  - Support GSA in obtaining pre-certification of event for Continuous Learning Points (CLPs);
  - Preparing Meeting Space Room to handle large volume and utilize advanced features (e.g., breakout rooms, polls, recording);
  - Ensuring physical rooms are set up to the host's specifications and that all audio/visual equipment is fully functional;
  - Producing and administering follow-up survey;
  - Producing and distributing CLP certificates;
  - Posting materials to central location after event; and
  - Assisting GSA with follow-up responses on comments/questions/feedback.
- Assist in the development and maintenance Standard Operating Procedure (SOP) materials for repeatable CAPE activities (e.g., Conversations in Contracting);
- Monitor cape@gsa.gov mailbox (1 current mailbox owner);
- Produce e-mail communications and, once approved by GSA, send to the GSA acquisition workforce;
- Monitor and report performance metrics, such as employee participation in and satisfaction with CAPE sponsored projects;
- Assist GSA with tracking existing CAPE projects and milestones and updating, as necessary, through project management software such as Smartsheet;
- Support production of executive materials, including but not limited to, PowerPoint presentations, executive summaries, executive memos, e-mails, and newsletters, etc.;
- Assist in the development of acquisition-specific new hire orientation and on-boarding materials, in coordination with the Office of Human Resources Management (OHRM);

4.2.3 Ombudsman

- GSA's partnership with the vendor community is key to its success as an acquisition organization. GSA must demonstrate that it offers the gold standard in terms of customer service and value. The GSA Office of the Procurement Ombudsman (OPO) was established to foster healthy and productive relationships between GSA and its industry partners.

- The Office provides an informal and neutral forum for industry associations, vendors and the GSA acquisition workforce. The primary purpose of the Office is to ensure equitable treatment of all parties participating in GSA's acquisition and assistance pre-award, post-award and administration activities.

- The Office identifies and reports on trends in the federal marketplace, including systemic and thematic issues in GSA's acquisition programs and processes. Additionally, the OPO works with GSA's acquisition workforce to identify potential barriers that CO's face with vendors. The Ombudsman also works to improve the skills of the acquisition workforce by identifying areas in which engagement training is needed to ensure development of better business strategies and acquisition outcomes.

- The OPO houses both the Procurement Ombudsman and the Task and Delivery Order Ombudsman.

4.2.3.1 Performance Objectives:

- Supports the Office of the Procurement Ombudsman in fulfilling the mission of the office.
- Understands business objectives of the Office and collaborates with other GSA organizations to design survey data elements focused on identifying vendors' perspectives and preferences.
- Gathers market intelligence on vendors' concerns, market trends, and new and innovative products/solutions that will help GSA make decisions and set priorities for their contracting programs and processes.
- Conducts research on GSA internal vendor engagement activities and offers recommendations on improving collaboration efforts across GSA.
- Presents data in a logical and concise way that colleagues can understand.
- Catalogues data to OPO CMS database.
- Collaborates with GSA offices to conduct surveys.
- Analyze basic survey data and place the data in a readable form. There will be a system in place, and the contractor will place the information into an existing system.
- Provide research and analysis support to the GSA Office of the Procurement Ombudsman. The Office will direct the contractor as to the areas where research is to be targeted. Deliverables include but are not limited to:
  - Presentation and analysis of research findings (written report);
  - Catalog of information to Case Management System;
  - The timeframe for deliverables is predicated on the scope and depth of the research project and will be established on a project by project basis.

4.2.4 Procurement Management Review

The Procurement Management Review process ensures GSA compliance with federal acquisition policies, regulations, and procedures and regularly reviews all GSA contracting offices. Created in 2004, the PMR process has evolved over time. In FY14, the Senior Procurement Executive initiated an update to the PMR processes and methodology in collaboration with stakeholders from across GSA's business lines.

The Procurement Management Review Division's (PMRD's) goal is to support GSA's acquisition professionals in their efforts to be effective and efficient in performing procurement actions. The PMRD assesses GSA acquisition centers/activities and reports on compliance with procurement laws and regulations. Through the PMRD's assessments the PMRD is able to identify acquisition weaknesses at the transactional and entity levels. In addition, the PMRD assists acquisition centers in preparing for external and/or internal agency audits.

4.2.4.1 Scope or Mission

- The objective of this task is to assist the PMRD in assessing the internal controls of the acquisition offices throughout GSA. This includes, but is not limited to, analyzing the strengths and weaknesses of the offices being reviewed, establishing procedures to test controls, assisting with testing these controls, evaluating and reporting results, and providing recommendations for corrective action.
- The contractor will be provided with documentation pertaining to internal controls and will be expected to (1) analyze the strengths and weaknesses of the offices being reviewed, (2) establish procedures to test controls, (3) assist with testing these controls, evaluating and reporting results, and (4) provide recommendations for corrective action.

- The contractor will be required to collect and analyze PMR data as each PMR is completed. The contractor shall be able to report on individual PMR results as each review is completed as well as compile and analyze the annual summary results. The resulting analysis of PMR data will yield greater insight into solutions and increase operational excellence and efficiency.
- The contractor shall provide management support to the GSA acquisition assessment management team in conducting the above acquisition assessment objectives at various GSA acquisition centers or remotely by:

a. Reviewing existing acquisition center internal control policies and procedures, and past A-123 reports to conduct (i) gap analysis on process inefficiencies or ineffectiveness, (ii) to revise or develop and document new test plans to capture information that would describe (qualitative or quantitative) the results of the analysis in a written report, (iii) to determine whether internal control standards provide a positive organizational environment to achieve entity level objectives, and (iv) to identify whether mechanisms are in place to identify, manage, and mitigate potential operational risks;

b. Analyzing A-123 Questionnaire responses, supporting documentation, recorded A-123 meeting minutes, and follow-up questions in developing a written Entity Assessment Summary draft report for each entity reviewed. When preparing the draft report, the contractor shall coordinate preparation and final content with the PMR team lead representatives. The contractor will prepare and provide to the Government the minutes of the meeting within 3 business days and 10 business days for the summary draft report thereafter;

c. Providing attachments to the PMR Reports, spelling out whether the office's internal controls are adequate, and making recommendations where needed;

d. Participating in material weakness meetings, capturing minutes, and conducting follow-up meetings to obtain clarification on discussions or responses. Provide recommendations to resolve material weaknesses. Ensure material weakness reporting is prepared in a suitable format; and

e. By creating a final A-123 Entity Report, incorporating or considering responses provided to draft entity reports and Summary Entity A-123 Report, consolidating entity level reviews for each annual review cycle and transactional data/information. The transactional data/information will be provided by the Government.

f. The contractor shall prepare an annual report at the end of the reporting cycle to include the results from each PMR review conducted for the fiscal year.

g. The contractor may be tasked to assist on studies, evaluations, or examinations of acquisition items of interest and in preparing documentation that may occur as a result of OIG, GAO or GSA Acquisition Senior Leadership requests.

h. The contractor shall collaborate with the PMRD representatives before, during, or after A-123 visits on issues that would be an acquisition matter of interest (ex; utility contracts, Supplemental Lease Agreements (SLA(s)). This includes coordinating requirements (deliverables, due dates, or obtaining relevant information), attending meetings, examining current and past relevant records/information, conducting analysis and providing written reports of findings and recommendations in a format suitable for the PMRD.

i. The contractor shall review current specified test plans or templates (Word or Excel) for contracting officers warrant program (COWP) management; zero environmental footprint (ZEF) goals, and other than full and open competition process determination, and make recommendations for improvement where warranted. For the COWP testing, determine whether GSA acquisition personnel warrant level(s) is commensurate with experience, training, and education; identify unnecessary issuance of warrants or inactive warrants (COs not awarding contracts or issuing orders), and identify

contracting officers making awards above their warrant levels. In testing other than full and open competition actions, the contractor shall determine whether awards are based on sound business decisions.

j.   The contractor shall provide IT support for data analysis requirements noted above to include on matters associated with improper lease payments, and *e*-Buy utilization.

k.   The contractor shall assist, develop, and document PMR internal control test plans with representatives of the PMRD as a result of the on-going PMR reviews that could significantly improve the PMR process.

4.2.4.2 Background

In December 1995, GSA created the Office of Government-wide Policy (OGP) to consolidate its policy functions into a single organization. OGP's policymaking authority covers the areas of personal and real property, travel and transportation, information technology, regulatory information and use of federal advisory committees. OGP's strategic direction is to ensure that Government-wide policies encourage agencies to develop and utilize the best, most cost effective management practices for the conduct of their specific programs.

Guided by the principles of the President's Management Agenda and the Office of Management and Budget (OMB) Memo dated May 21, 2008, titled *Conducting Acquisition Assessments under OMB Circular A-123*, the Procurement Management Review Division (PMRD) with the office of OGP conducts reviews of GSA's acquisition business lines and procurement offices nationwide. Please visit www.gsa.gov/ogp for additional background information on the PRMD business line.

Travel is required to support this Program Office.

5.0 Price Schedule

Pricing information per task is identified by the associated contract line item number (CLIN).Table Price/Cost Schedule for Project and Operations Management Support task order includes mandatory and optional CLINs.

5.0.1 Optional CLINs

The Government may require the delivery of the Optional CLINs, identified as optional items, in the quantity and at the price stated in the vendor's GSA Schedule. The Contracting Officer may exercise the options by written notice to the Contractor at award or within the performance period of the order.

The Optional CLINs referenced may support the OGP Business Lines identified in Section 2.0. At the time Optional CLINs are exercised the contractor shall receive a program review on the support requested in alignment to Objective 1- Project Management and/or Objective 2 – Operations Management Support. It is the responsibility of the contractor to resource the staff with the appropriate skill level to support the impending program request.

6.0 Suggested Labor Categories/, Education and Experience Level ObjectivesLevels

Based on yourits GSA Contract Schedules for SIN 874-7, the contractor shall draft their proposed labor categories to correspond to the experience and skill level objectives below:

6.1 Entry Level

- Provides executive administrative support to management team.
- Provides general and technical research support to projects.
- Support the program management staff in the preparation of deliverables, internal reports, briefings, and drawings associated with the project being supported.
- Maintain project records and ensure that all regulatory documents are correct, processed and approved.
- Excellent oral, written, and electronic communications skills.
- Working knowledge with standard Microsoft Office products, Google apps, and Smartsheets.
- Demonstrated experience with descriptive data analysis and reporting.
- Familiarity with project management methodology and practices.
- General operating knowledge of federal acquisition and federal procurement required.
- Ability to prioritize and manage multiple projects led by different staff members.
- Provide meeting and conference support.

- Experience & Education: Bachelor's Degree
- Years of Experience: 0-3

6.2 Junior PM

- Works independently with minimal oversight.
- Assists in performing day-to-day management of project and operations support operations, possibly involving multiple tasks and groups of personnel at multiple locations, on a single project.
- Organizes, directs, and coordinates the planning and production of all project management documents and activities.
- Monitor workflow and suggest timeline and resource adjustments.
- Manage day-to-day operational aspects of multiple projects and scopes.
- Author project artifacts such as Charter, SOW, Quality plans. Ensure all project documents are complete, current, and stored appropriately; and
- Assist in programs making more informed decisions by formulating transparent performance and cost data.
- Manage day-to-day operational aspects of meeting/ conference planning and support.
- It is required the Project Manager have Certifications in project management, e.g. Project Management Professional [PMP] from the Project Management Institute or equivalent.

- Experience & Education: Bachelor's Degree
- Years of Experience: 4-7

6.3 Mid-Level PM (Project and Operations Management)

- Responsible for managing the project delivery and Performs day-to-day management of project operations, possibly involving multiple tasks and groups of personnel at multiple locations, on a single project.
- Oversee projects to ensure they are delivered in accordance with established baseline requirements and deadlines and within budget. Manage a portfolio of complex initiatives that span one or multiple lines of business.
- Provide on-site leadership for project team by building and motivating team members to meet project goals, adhering to their responsibilities and project milestones.
- Full project life cycle ownership: successful project delivery will include full implementation from initiation to deployment for one major or several minor initiatives simultaneously.
- Manage all aspects of multiple related projects to ensure the overall program is aligned to and directly supports the achievement of strategic objective.
- Report on project success criteria results, metrics, test and deployment management activities.
- Strong communication skills to include regular written reports and internal project meetings.
- Provides PMBOK technical guidance to the project team in performance of the work, and reviews the quality of all work products.
- Responsible for staffing, project planning, projecting financials, and staffing direction and oversight.
- Senior Experience managing projects within a PMBOK toolset and understand or have exposure to some other project methodologies such as (Agile Scrum, Lean Six Sigma, and Kanban) Work creatively and analytically in a problem-solving environment demonstrating teamwork, innovation and excellence.
- Participate in establishing practices, templates, policies, tools and partnerships to expand and mature these capabilities for the organization.
- Prepare estimates and detailed project plan for all phases of the project.
- Procure adequate resources to achieve project objectives in planned timeframes.
- Provide status reporting regarding project milestones, deliverable, dependencies, risks and issues, communicating across leadership.
- Manage large projects with medium to high complexity using agency and program processes and artifacts.
- It is required the Project Manager have Certifications in project management, e.g. Project Management Professional [PMP] from the Project Management Institute or equivalent.

- Experience & Education: Bachelor's Degree
- Years of Experience: 7-10

6.4 Executive PM

- Provides oversight and executive level management to overall contract operations often involving multiple projects/tasks and groups of personnel at multiple locations.
- Maintains and manages relationships with senior level management within the client organization.
- Responsible for ensuring senior level management within client organization is aware of overall program status, including all relevant projects and their potential impact on higher level organizational strategic vision, this may include subject matter and unique technical knowledge.
- Responsible for managing multiple support operations, ensuring quality standards and work performance on all task orders and projects, planning, organizing and overseeing work efforts, assigning resources, managing personnel, providing risk management, ensuring quality management, monitoring overall project and contract performance, etc..
- It is required the Project Manager have Certifications in project management, e.g. Project Management Professional [PMP] from the Project Management Institute or equivalent.

- Experience & Education: Bachelor's Degree
- Years of Experience: 10+

6.5 Proposed Personnel

With varying degrees of complexity based on skill level, all proposed personnel are expected to have experience with the following activities commensurate to their technical level:

- Coordinate and complete project initiatives;
- Monitor workflow and suggest timeline and resource adjustments;
- Manage day-to-day operational aspects of multiple projects and scopes;
- Author project artifacts such as Charters, Risk Management plans, Quality plans, etc. Ensure all project documents are complete, current, and stored appropriately on GSA recording keeping systems (Google Drive or similar);
- Assist in programs making more informed decisions by formulating transparent performance and cost data;
- Facilitate meetings and perform project management;
- Provide support for the assessment, planning, delivery, and evaluation of project initiatives ;
- Ability to establish project management, project scope definition, risk identification, project methodology, resource allocation, and meeting facilitation documents;
- Work with project/task owner to ensure scope is explicitly defined and documented; maintain integrity of scope;
- Create and execute project work plans and revise as appropriate to meet changing needs and requirements;
- Track large and medium size meetings;
- Manage, coordinate, and provide a systematic approach to maximizing the efficiency of calendars and emails;
- Experience managing projects within a PMBOK toolset and understand or have exposure to some other project methodologies such as (Agile Scrum, Lean Six Sigma, and Kanban);
- Maintain continuous alignment of program scope with strategic business objectives, and make recommendations to modify the program to enhance effectiveness toward the business result or strategic intent;
- Provide administrative support services that support correspondence preparation;
  - Knowledge of (or ability to learn) GSA-approved tools, such as email (Gmail), office productivity (Google Suite, Microsoft Office), Project Management (JIRA, Trello, Smartsheets), registration systems (Eventbrite), surveys (Qualtrics), virtual meetings (Adobe Meeting Space, Zoom).

  - Knowledge of (or ability to learn) supporting technologies -- currently technologies like Amazon Web Services (AWS), Drupal, Github, Google Analytics, Salesforce, Tableau, and Wordpress.

NOTE: All Labor Categories/ Skill Level Objectives identified should be defined as having the same or similar characteristics and/or experiences to type of work to be performed.
NOTE: All personnel proposed under the Mandatory CLINs are considered "Key Personnel".

6.6 Key Personnel

Key Personnel will be identified by the Vendor. However, it is recommended that resumes for all key personnel performing under SOO Objectives 1 and 2 across all OGP business lines be submitted. The Vendor may also propose other key and non-key personnel as they fit within the Vendor's organization.

6.6.1 Key Personnel Substitutions/Replacements

The Contractor shall notify the Government (Contracting Officer (CO) and Contracting Officer's Representative (COR)) two weeks in advance of all substitutions and replacements. The following information shall be submitted to the Government: a detailed explanation of the circumstances necessitating the proposed substitutions, complete resumes for the proposed substitutes, and any additional information requested by the COR or required by the task order.

Proposed substitutes/replacements should have ~~comparable~~equivalent or higher qualifications (education, experience, other relevant professional credentials) to those of the person(s) being substituted/replaced. The Contractor shall provide ~~2 weeks'~~at least 10 business days ' advance notice to the CO and COR ; provide resumes and references of ~~replacements with same skill sets, education, certifications, or better~~proposed replacement personnel.

7.0 Operating Constraints

All personnel under the Mandatory FFP/LOE CLINs are considered 100% unless stated other in the Price Schedule. 1880 hours is equivalent to one person at 100% full time equivalency.

8.0 Inspection and Acceptance

The COR for this effort is a Government employee who has been delegated specific technical, functional, and oversight responsibilities for this project. The COR is designated in the COR appointment letter, issued by the Contracting Officer (CO), and is responsible for inspection and acceptance of all services and documents delivered, as well as all incoming shipments associated with this effort.

8.0.1 Acceptable Quality Levels

Performance standards are defined in Table 2 - Performance Requirements Summary Matrix

8.0.2 General Quality Measures

General Quality Measures set forth below in Table 3 will be applied to each task deliverable received in support of the task order..

9.0 Deliverable Schedule

A summary of deliverables follows. Copies are to be provided to the Government officials indicated in electronic file (E), and/or hardcopy (H). NLT = No Later Than. ARO = After Receipt of Order.

Table 1: Deliverable Schedule

Item No.	SOO Ref.	Title	Dist.	E	H	Initial	Subsequent
1	18.1	Non-Disclosure Agreement (NDA)	COR PM	1 1	1 1	Signed statements are due, from each employee assigned, *prior to* performing *ANY* work on this effort	
2	18.0	Kick-off Meeting	COR PM			Within 5 business days of award	
3	19.1	Transition-In Plan	COR PM			Within 10 business days of award	
4	11.0	Quality Control Plan	COR PM			Within 105 days of award	
5	19.1	Transition- Out Plan	COR PM			Within 30 days prior to expiration of task order or task requirements for PoP / To be defined by COR	
6	6.1.1	Monthly Progress Report (MPR)	COR PM	1 1	1 1	NLT 30 days ARO	NLT 15th of each month reflecting previous month for each business line
7	6.1.1	Project Management Plan (PMP)	COR PM	1 1	1 1	NLT 30 days ARO	Updated as required for each business line
86	64.0.1.1 Project Management Support	Staff Management Reports	COR PM	1 1	1 1	NLT 5 days ARO	Updated as required for each business line
97	64.0.1.1 Project Management Support	Project Lifecycle Reports	COR PM	1 1	1 1	NLT 5 days ARO	Updated as required for each business line
108	64.0.2.1 Operations Management Support	Conference/ Meeting Lifecycle Reports	COR PM	1 1	1 1	NLT 5 days ARO	Updated as required for each business line
119	6.2.1 Operations Management Support4.0 Performance Objectives	Monthly Progress Report (MPR)	COR PM	1 1	1 1	NLT 30 days ARO	NLT 15th of each month reflecting previous month for each business line
1210	6.2.1 Operations Support4.0	Project Management Plan (PMP)	COR PM	1 1	1 1	NLT 15 days ARO	Updated as required for each business line

Performance Objectives				

10.0 Performance Requirement Summary Matrix

By monitoring the contractor, the COR will determine whether the performance levels set forth in the order have been attained. Performance standards are specified in the following Performance Requirements Summary Matrix in the Standard and Acceptable Quality Level (AQL) columns:

Table 2: Performance Requirements Summary Matrix

Task	Indicator	Standard	AQL	Method of Surveillance	Incentive
Non-Disclosure Agreement (NDA)	On-Time Delivery	Signed statements are due, from each employee assigned, *prior to* performing *ANY* work on this effort	100% completion NLT 24 hours prior to contractor employee beginning work on project	Observation and written or oral complaints	Positive Past Performance Rating
Projects Documents	On-Time Delivery	NLT 5 days ARO	100% completion Determined/ Updated as required for each business line	Observation and written or oral complaints	Positive Past Performance Rating
Conference/Meeting Support	On-Time Delivery	NLT 10 days ARO	100% completion Determined/ Updated as required for each business line	Conference/ Meeting Event Success, Observation and written or oral complaints	Positive Past Performance Rating
Monthly Progress Report (MPR)	On-Time Delivery	NLT 45 days ARO	100% completion NLT 15th of each month	Observation and written or oral complaints	Positive Past Performance Rating
Project Management Plan (PMP)	On-Time Delivery	NLT 5 days ARO	100% completion Updated as required	Observation and written or oral complaints	Positive Past Performance Rating
Kick-off Meeting	On-Time	NLT 5 days	100%	Observation	Positive Past

	Delivery	ARO	completion NLT 5 days ARO	and written or oral complaints	Performance Rating
Transition-In Plan	On-Time Delivery	NLT 10 days ARO	100% completion NLT 10 days ARO	Observation and written or oral complaints	Positive Past Performance Rating
Quality Control Plan	On-Time Delivery	NLT 10 days ARO	100% completion NLT 10 days ARO	Observation and written or oral complaints	Positive Past Performance Rating
Transition- Out Plan	On-Time Delivery	NLT 30 days ARO	100% completion NLT 30 days ARO	Observation and written or oral complaints	Positive Past Performance Rating

Table 3: Inspection and Acceptance Quality Performance Measures

Quality Performance Measures	Quality Performance Measures' Description
Completeness	Deliverables shall be complete and meet performance objectives as specified in each task. All final deliverables will be reviewed by the PM for completeness.
Accuracy	Task deliverables shall be accurate in presentation, technical content, and adhere to accepted elements of style, grammar, and project details
Clarity/ Effectiveness	Task deliverables shall be clear and concise. Any/all diagrams, designs, and content shall be easy to understand, relevant, and supportive to the overall intent of the project. All task deliverables shall contribute to the overall success of the task order.
Consistency	All task deliverables must satisfy the requirements of the SOO
File Editing	All text and diagrammatic files shall be made accessible and editable by the Government (GSA)
Format	Task deliverables shall be submitted in hard copy (when required), soft copy, and in media mutually agreed upon prior to submission to the PM and/or COR (as applicable)
Communications	All communications with OGP's business units is professional and productive. Communications must be engaging and proactive to support the goals and mission of OGP and the task order. The Contractor Support Personnel's primary contact (with respect to task related communications, and not contractual in nature) will be the designated PM throughout the life of the task order.
Risks	Risks are identified early to the PM (and COR as applicable), and mitigation strategies are created for each risk identified, well in advance of the issues, problems, risks expansion.
Timeliness	Task deliverables shall be submitted on or before the due date specified in SOO Section 9.0 Table 1: Deliverables Schedule.

Unless otherwise specified, the COR and PM will have seven (7) business days to accept or reject deliverables. The COR will notify the contractor upon acceptance of each deliverable. The COR's failure to respond will be considered acceptance.

In the event a deliverable is rejected, the contractor will be notified in writing of the rejection. The reasons for rejection will be provided. The contractor will be required to correct and resubmit the item(s) within five (5) working days. The COR will have five (5) working days to review all corrected deliverables.

11.0 Quality ~~Assurance Surveillance~~Control Plan (~~QASP~~QCP)

The contractor shall ~~prepare a~~submit its proposed draft Quality ~~Assurance Surveillance~~Control Plan (~~QASP) to be submitted during~~QCP) with the ~~Kick-Off Meeting.~~ technical quotation.

The final iteration of the plan is due five (5) business days after the Kick-Off Meeting. The ~~QASP~~QCP shall ensure services are performed IAW with the SOO and commonly accepted commercial practices. The contractor shall develop and implement procedures to identify, prevent and ensure non-recurrence of defective services. The Government reserves the right to perform inspections on services provided to the extent deemed necessary to protect the Government's interests. The contractor shall control the quality of the services and deliverables provided in support of this task and maintain substantiating evidence that services conform to contract quality requirements and furnish such information to the Government if requested.

Quality ~~Assurance Surveillance Plans~~Control Plan typically include, but are not limited to, the following:
- A description of the inspection system addressing all CLINs outlined in the SOO;
- Frequency of inspections;
- Title of the individual(s) who will perform the inspections; and
- A description of methods for identifying, correcting and preventing defects in the quality of service.

Performance standards are defined in Table 1 - Acceptable Quality Levels (SOO Section 8.0   Inspection and Acceptance). The Government will perform surveillance to determine if deliverables exceed, meets, or does not meet these standards established.

Deliverables and acceptance criteria shall include but are not limited to the items outlined above.

The Government will review MPRs and will attend regular task performance review meetings with the contractor to survey quality of products and services. The Government intends to use a ~~QASP~~QCP to monitor the quality of the contractor's performance. The oversight provided for in the order and in the ~~QASP~~QCP will help ensure that service levels reach and maintain the required threshold(s) throughout the contract term. Further, the ~~QASP~~QCP provides the COR with a proactive way to avoid unacceptable or deficient performance, and provides verifiable input for the required past performance assessment. The ~~QASP~~QCP will be finalized immediately following award and a copy provided to the contractor after award. The ~~QASP~~QCP is an iterative document and may be updated by the Government as necessary.

12.0 Government Furnished Property

The Government will provide the following resources:

1. Desk seating (GSA Onsite Hoteling System);
2. Laptop;
3. Telework Tools: VPN, CITRIX, Horizon, Softphone, CISCO IP Communicator;
4. Government Security Badge;
5. Cell phone (contingent upon job function and/or project needs);
6. Government approved documents and content relevant to the job function.

The COR for this task order is a Government official who has been delegated specific technical, functional and oversight responsibilities for this task order.

13.0 Organizational Conflict of Interest

The vendor's attention is directed to FAR Subpart 9.5, Organizational Conflicts of Interest. Any potential conflict of interest issues will be considered prior to award of the work to be performed.

13.0.1 Section 508 Compliance

The Contractor shall support the Government in its compliance with Section 508 throughout the development and implementation of the work to be performed.

Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d) requires that when Federal agencies develop, procure, maintain, or use electronic information technology, Federal employees with disabilities have access to and use of information and data that is comparable to the access and use by Federal employees who do not have disabilities, unless an undue burden would be imposed on the agency. Section 508 also requires that individuals with disabilities, who are members of the public seeking information or services from a Federal agency, have access to and use of information and data that is comparable to that provided to the public who are not individuals with disabilities, unless an undue burden would be imposed on the agency.

14.0 All Material Property of U.S. Government

All materials developed under this task order are property of the U.S. Government. Under no circumstances shall the Contractor place a copyright on any of the materials that the Contractor develops, provides and receives payment for under task order.

15.0 Data Rights and Ownership of Deliverables

OGP intends that any data or deliverable created as a result of the work performed under the task order be committed to the public domain.

16.0 Contractor Employees

The contractor shall ensure that contractor personnel identify themselves as contractors when attending meetings, answering Government telephones, providing any type of written correspondence (email correspondence and signature), or working in situations where their actions could be construed as official Government acts.

The contractor's email signature shall be listed as follows:

Contractor Name
Contractor - Company Name
Contract # supporting OGP/Office Symbol
Office XXX-XXX-XXXXX|
Mobile XXX-XXX-XXXX

Contractor - Place of Performance
Address 2
City, State Zip Code

See completed example

Jane Doe, CONTRACTOR
Support Inc.
Contract # GSH1413AA0123
Project Management Team, GSA OGP
(ME)
Office 555-555-5555
Mobile 202-123-4567

Contractor's Place of Performance
1800 F Street, NW
Washington, DC 20405

17.0 Telework Policy and Plan

The contractor shall establish/maintain a robust telework program, policies, have written telework agreements with the employees assigned to GSA contracts, and submit a list of proposed telework locations and contractor employee requests for ad hoc / situational telework for COR's approval (COR may establish expectations with regard to such request timing, e.g. the day prior, 2 hours prior to start of work day, etc.), and to submit routine and ad hoc/situation telework (date, times, tasks performed, telework location,reports for their employees assigned to GSA contracts. The responsibility of the contractor and/or its employees telework operations are at no additional cost to the Government.

18.0 Kickoff Meeting

The contractor shall coordinate and participate in a kick-off meeting NLT seven (7) business days after award. The contractor shall provide meeting minutes for the TO kickoff meeting at a location approved by the Government. The meeting will serve as a forum to introduce contractor personnel and Government personnel who will be involved in the TO. The meeting will provide the opportunity to discuss technical, management, security issues, travel authorization, and reporting procedures. At a minimum, the attendees shall include key contractor personnel, the Government Project Manager, other relevant Government personnel, and the Contracting Officer's Representative (COR).

The contractor shall provide the following **prior to** the kickoff meeting for employees they're seeking to start work immediately:

- *Non-Disclosure Agreements (NDA) for each Contractor Support Personnel
- *Contractor Information Worksheet (CIW)

The contractor shall provide the following **during/after** the kickoff meeting:

- NDA for each Contractor Support Personnel
- Kick-Off Presentation highlighting the following
    - Phase-In Transition Plan
    - Draft Quality ~~Assurance Surveillance~~Control Plan (~~QASP~~QCP)
    - Draft Project Management Plan (PMP)
*These forms will be provided on a rolling basis as the contractor's staff is onboarded.

18.1 Non-Disclosure Agreement (NDA)
Work under this project may require contractor personnel to have access to Personally Identifiable Information (PII). All contractor personnel shall adhere to the requirements of the Privacy Act of 1974 (5 U.S.C. § 552a), as well as all applicable federal agency rules and regulations.

The contractor shall ensure that NDAs are signed by all staff assigned to or performing on this project before beginning any work, including all subcontractors, teammates, and consultants. The NDA shall be cosigned by a corporate official (contractor task manager or higher). The contractor shall also ensure that all staff understand and adhere to the terms of the NDA by protecting PII, procurement sensitive information of the Government, and the proprietary information of other contractors. Assignment of staff that do not execute a NDA or fail to adhere

to its terms and conditions shall constitute default on the part of the contractor.

19.0 Deliverables

19.1 Transition Plans

The contractor shall submit transition plans that reflect the contractor's methods for entering and exiting the TO seamlessly without having significant impact on the overall project/initiative to mitigate time delays and/or budget overruns.

19.1.1 Phase-In Plan

The Phase-In Plan shall ensure minimum disruption to vital Government business and its associated business units. The contractor shall ensure there will be no service degradation during or after transition. The contractor shall present a Phase-In Plan to include onboarding of personnel and project ramp-up during the Kick-Off Meeting. The plan shall also describe how the contractor will assign, inventory, and maintain record of any Government-furnished equipment or information, and a timeline for contractor Support Personnel to complete and submit contractor Information Worksheets to begin the badging process. The final version of the plan is due to the PM and COR NLT than five (5) business days after the kick-off meeting.

19.1.2 Phase-Out Plan

The Phase-Out Plan shall facilitate a seamless transition from the incumbent to incoming contractor/Government personnel at the end of the TO. The contractor shall submit a Phase-Out Plan NLT ninety (90) days prior to the expiration of the TO. The contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- Project Management Processes;
- Points of Contact;
- Location of Technical and Project Management Documentation;
- Status of Ongoing [Technical and Operational] Initiatives;
- Appropriate Contractor-to-Contractor or Contractor-to-Government Coordination (ensuring seamless transition);
- Transition of Key Personnel;
- Identify Accomplished, Problematic, and Failed Schedules and Milestones;
- Identify Actions Required of the Government;
- Establish and Maintain Effective Communication with the Incoming Contractor/Government Personnel (for the remaining period of the transition via weekly status meetings).

In addition, the plan shall describe how the contractor will return all Government-furnished equipment and information, a timeline for offloading documents and the submission of final weekly and monthly reports.

19.2 Project Management Plan

The contractor shall document its support of all mandatory ~~CLINs in a draft Project Management Plan (PMP) due at the Kick-Off Meeting. The final PMP is due seven (7) business days after the kick-off meeting.~~

~~The contractor shall document its support of all~~and optional CLINs in a draft Project Management Plan (PMP) due ~~at~~with the ~~Kick-Off Meeting of the requirement upon Modification (SF30) execution.~~quotation submission. The final PMP is due seven (~~5~~7) business days after the kick-off meeting.

The PMP shall, at a minimum:

- Describe the proposed management approach, dates of each major milestone, and anticipated delivery dates of each deliverable
- Include a time schedule for monthly, quarterly, and annual updates and/or developments
- Provide a Work Breakdown Structure (WBS) that lists the name, skill level, experience for each staff member, their assigned tasks and subtasks, and their role throughout the life of the task order.

The PMP is an evolving document that should reflect episodic and/or critical changes. As a result, the document must be kept up to date. Any adjustments to the schedule in the final PMP (e.g., delay in deliverables, tasks changes), shall be requested during a bi-weekly status meeting, receive prior approval by the PM, and reflected in an updated project plan. Applicable updates must be entered within three (3) business days of known changes via a shared file and/or document.

19.3 Meetings

The Contractor shall participate in weekly status meetings from the outset of onboarding. Status meetings shall be scheduled on a weekly basis with Government PM and POCs from the OGP business lines.

Within 2 business days in advance of the scheduled weekly status meeting, the Contractor shall provide a draft written agenda for the meeting. At a minimum, this agenda shall contain:
- Summary of potential findings, especially those that could have a material effect on any deliverable or production release;
- Status of action items from the last status meeting, including any corrective action undertaken;
- Results of work performed since the last status meeting;
- Outstanding data requests/ external dependencies/ potential delays;
- Planned areas/work to be completed by the next status meeting;
- Upcoming deadlines;
- Other items to be brought to the attention of the PM and business line POCs.

The contractor shall provide weekly status meeting notes within 5 days of meetings.

19.4 Monthly Status Reports

The contractor shall submit Monthly Status Reports (MSRs) to the COR and Government PM via email NLT the first Friday of every month for which the work was performed for the preceding month (or other workday negotiated with the CO, COR, and/or PM).

 The contractor will be required to re-submit MSRs that do not include at minimum:

- Activities during the reporting period by task. Include on-going activities, new activities, completed activities, progress to date on all activities;
- Start each section with a brief description of the task;
- Problems and corrective actions taken including issues or concerns and proposed resolutions to address each problem or issue;
- A staffing report to include personnel gains, personnel losses, badging, security clearance, etc.;
- Government actions required (e.g., pending resources, details, clarification to perform work timely);
- Project schedule (e.g., major tasks, milestones, and deliverables, planned, actual start, and completed dates; attach as additional report);
- Trip summary report (indicating outside of the area travel taken, including conferences; attach as an additional report as applicable per the associated reporting period);
- Project status report;
- Comparison of data/monthly performance report of deliverables received; and
- Contractor performance metrics with consideration to the Section 9.0 and 10.0 of the SOO.

19.5 Business Line Reporting

The contractor will provide separate report for each OGP Business Line with active CLINs receiving support. The report structure will follow the format above in addition to report format requested in the Monthly Status Reports.

Failure to provide MSRs in the manner described above may cause a delay in invoice payments, if the document is used to support/justify billing.

20.0 Period of Performance

Procurement is for one (1), 12-month base period with four (4), 12-month option periods.

21.0 Place of Performance

The majority of the work will be performed at GSA, 1800 F Street N.W. Washington, DC 20405.Any travel outside of the National Capital Region (NCR) will be authorized by the COR. The place of performance will also be permitted at the contractor's site or telework location upon program office and COR approval in alignment with GSA Telework policies.

21.1 Travel

Travel is anticipated for this requirement. Any resulting TO performance will primarily be at the Government's site located at GSA Headquarters, 1800 F Street, NW, Washington, DC 20405-0001, and may sometimes be at the Contractor location, or an alternate Government authorized telework location. Local travel may be required from the Government's site to Virginia, Maryland or District

Columbia. The Government will not pay for local travel within Washington, DC metropolitan radius of the designated performance location; with consideration to frequency. Dependent upon location and frequency of any outside travel, cost may apply and will be reimbursable under the FTR.

Any travel required must receive prior approval from the CO and/or COR *only*. Costs for any CO/COR approved required travel shall be reimbursed on an actual-cost basis IAW the GSA FTR. Contractors' travel for official business shall be reimbursed IAW FAR Part 31.205-46—*Travel Costs*. Arrangements for and costs of travel, transportation, meals, lodging, and incidentals are the responsibility of the Contractor.

22.0 Government Points of Contact

GSA Contracting Officer (Primary POC):
Nina Malakouti, e-mail: nina.malakouti@gsa.gov , Tel: (703) 605-2742

GSA Contract Specialist (Alternate POC):
Natalia Belinsky, e-mail: natalia.belinsky@gsa.gov, Tel: (202) 694-2996

The CO is the only person authorized to approve changes or modify any of the requirements under this contract on behalf of the Government. In the event the contractor effects any changes(s) at the direction of any person other than the CO, that change shall be considered to have been made without authority and no adjustment in price shall be made in the contract to cover any increase in charges incurred as a result thereof. The Contractor shall submit all requests for modification of this contract and any inquiries pertaining to the administration of the contract to the designated CO.

The CO will appoint a COR in writing for any subsequent TO as a result of this RFQ. The COR will verify, for the Government, all work called for by the TO and will represent the Contracting Officer in the technical phases of the work. The COR will provide no supervisory or instructional assistance to contractor personnel.

GSA OGP Contracting Officer Representative (COR) Primary:

Latosha Frink, e-mail: latosha.frink@gsa.gov, Tel: (703) 596-2056

GSA OGP Contracting Officer Representative (COR) Alternate:

Anethra Facione, e-mail: anethra.facione@gsa.gov, Tel: (202)208--4127

The COR is designated by the Contracting Officer to perform technical liaison between the contractor's management and the Contracting Officer in routine technical matters constituting general program direction within the scope of the task order. Under NO circumstances is the COR authorized to effect any changes in the work required under this task order whatsoever, or enter into any agreement that has the effect of changing the terms and conditions of this Task Order, or that causes the contractor to incur any costs.

In addition, the COR will NOT supervise, direct, or control contractor employees. Notwithstanding this provision, to the extent that contractor accepts any direction that constitutes a change to his task order without prior written authorization of the Contracting Officer, costs incurred in connection therewith are incurred at the sole risk of the contract, and if involved under this Task Order will be disallowed.

Formatte

On all matters that pertain to the contract terms, the contractor must communicate with the Contracting Officer. Whenever, in the opinion of the contractor, the COR requests efforts beyond the terms of the contract, the contractor shall so advise the Contracting Officer. If the COR persists and there still exists a disagreement as to the proper contractual coverage, the Contracting Officer will be notified immediately, preferably in writing.

The Contractor shall designate a primary Point of Contact during the period of this contract for prompt accessibility and administration. The Contractor shall also provide a Point of Contact with immediate accessibility during the period of performance for identified tasks, project concerns, questions, or issues. The Contractor shall make available a list of key personnel that will be providing services throughout the duration of this contract, including their titles and contact information.

The Contractor-supplied personnel are employees of the Contractor and under the administrative control and supervision of the contractor. The Contractor, through its personnel, will perform tasks as prescribed in this SOO. The Contractor will select, supervise, and exercise control and direction over its employees under this contract. The Contractor will not supervise, direct, or control the activities of Government personnel or the employee of any other Contractor. The Government will not exercise any supervision or control over the contractor in its performance of contractual services under this contract. The Contractor is accountable to the Government for the action of its personnel.